

EXHIBIT C



Tennessee Department of Safety Request for Personnel File Inspection / Copies

Personnel files will be audited, copied and redacted before review. Per the Office of Open Records Counsel, a period of seven (7) business days, after the date the request is received, will be afforded to state agencies to prepare for examination of the file(s). This will allow Human Resources personnel to audit, copy and redact confidential information in accordance with applicable state and federal laws. Per TCA 10-7-503(a)(2)(A) – files will be available for inspection during normal business hours by any citizen of Tennessee. File copies may be purchased at the rate of .15¢ per single-sided page, for each page.

Date Request to be ready: 08/30/2019

File Requested:

HARRISON
Last Name

CHRISTOPHER
First Name

MI

Record(s) requested to be inspected/copied:

- ☐ Entire Personnel file
☐ Internal Affairs File(s)
☐ Disciplinary documents only

☐ Personnel file documents dated after _____
☒ Other: DEPT. TRAINING FILE,
RESUME FOR INTERVIEW FOR PROMOTION
ON 03/23/19, PROMOTION APPROVAL LETTER

Employee receiving request:

CHRISTOPHER HARRISON
Name

SERGEANT
Title

Date

Time

a.m.
p.m.

Person Requesting Information:

Per T.C.A. 10-7-503(c)(1) The following information must be provided by any person(s) requesting to view a law enforcement officer's file before authorization will be permitted. The Department of Safety is required and will provide notice to the officer whose personnel records have been inspected.

PARKER
Last Name

MICHAEL
First Name

L.
MI

Home Address

City

TN
State

Zip

Business Address

City

State

Zip

Home Telephone Number

(615) 815-6489
Business Telephone Number

Driver License Number

TN
State

Other I.D.* (if no D.L.)

*Photo ID must be issued by governmental entity including requestor's address.

For Whom This Inspection Is Made:

Michael D. Parker

Date of Delivery:

Michael D. Parker
Signature of Requestor

08/06/2019
Date

Signature of Records Custodian

Date

CHRISTOPHER HARRISON

Christopher L. Harrison

Phone:
Work Phone:
E-mail:

Education

May, 1998, Graduated from Northeast High School
December, 2002, Graduated from Tennessee Law Enforcement Training Academy
May, 2005, Graduated from Tennessee Highway Patrol Academy

Positions Held

Dec. 2001 - Aug. 2002- Montgomery County Sheriff's Office, Court Officer, Criminal Warrants
Aug. 2002 - Jan. 2005- Montgomery County Sheriff's Office, Patrol Division
May 2003 - Jan. 2005- Montgomery County Sheriff's Office, SWAT Team Member
May 2005 - July 2010- Tennessee Highway Patrol, Montgomery County Patrol Division
July 2010 - Dec. 2010- Tennessee Highway Patrol, CVE Administrative Officer
Dec. 2010 - Jan. 2011- Tennessee Highway Patrol, Montgomery County Patrol Division
Jan. 2011 - present- Tennessee Highway Patrol, Governor Protection Detail

Specialized Trainings and Certifications

FBI Training School--30-Hour Basic SWAT Course	June, 2003
Regional Counterdrug Training Academy --Patrol Officers Response to Street Drugs	June, 2003
R.C.T.A. --Officer Safety, High Risk Event Planning System Level I	Oct., 2003
R.C.T.A. --Officer Safety, High Risk Event Planning System Level II	Feb., 2004
Department of Justice--Post Blast Investigations	May, 2004
Clarksville Police Department --Basic Patrol Rifle School	July, 2004
New Mexico Tech--Incident Response to Terrorist Bombings Awareness Training	Aug., 2004
Governor's Highway Safety Office Radar Lidar Instructor Certification	Sept., 2009
Tennessee Highway Patrol Dignitary Protection School	Dec., 2012
FL.ETC - Vehicle Ambush	

References



Michael Lynn Parker

Michael.L.Parker@dn.gov

Objectives

- *To be a Team asset that will help lead our team to be the most efficient and most professional division within the Department of Safety.
- *To help our Team use empirical data to make projections and meet expectations using analytical Microsoft software and programs formatted and designed specifically for our Unit.
- *To continue being pro-active and leading by example due to the shift in the paradigm (Ideology) regarding law enforcement/public service at the Tennessee Department of Safety.

Education

Cumberland University

May 2004 Master of Science Degree / Public Service Management and Administration

- Suma Cum Laude (Highest Honors)

Cumberland University

May 2002 Bachelor of Arts Degree / Criminal Justice

- Cum Laude (Honors)
- John R. Burgess Award Political Science

Volunteer State Community College

July 2001 Associates of Science Degree / Focus in Criminal Justice

- Magna Cum Laude (Distinct Honors)
- Police Chief David Key Law Enforcement Scholarship

Middle Tennessee State University

May 1986 No Degree / Criminal Justice Major – Psychology Minor

Beech Senior High School

May 1986 High School Diploma

Experience

Tennessee Highway Patrol / Nashville District 1603 Murfreesboro Road Nashville, Tn 37217

Level 3 CMV Inspector July 2007 - January 2013

Field Training Officer, Level 3 CMV Inspector, Crash Scene Investigator, Road Trooper daily duties and responsibilities to reduce fatalities thru effective enforcement of TCA traffic laws and Departmental Goals.

Tennessee Highway Patrol / Executive Protection Unit | 882 South Curtiswood Lane Nashville, Tn 37204

Executive Protection Officer 2011 - December 2012

Security for First Family and the Tennessee Residence, Threat Assessment Investigations

Parker Contract Services DBA | 1544 Center Point Road Hendersonville, Tn 37075

Owner January 2000 - Present

Design and construction of outdoor residential commodities, sub-contractor with production company constructing outdoor music venues, sub-contractor with an automotive equipment dealer/installer

Tennessee Highway Patrol / Nashville District | 1603 Murfreesboro Road Nashville, Tn 37217

Trooper July 2007 - January 2013

Level 1 CMV Inspector, Crash Scene Investigator, Road Trooper daily duties and responsibilities to reduce fatalities thru effective enforcement of TCA traffic laws.

Brantley Sound Associates Inc. | 115 Duluth Avenue Nashville, Tn 37209

Stage and Production Manager May 2004 - January 2006

Manage Labor Crews for installation of stage, top, lights and sound for live music venues, design stages for live events

Goodlettsville Police Department | 105 South Main Street Goodlettsville, Tn 37072

Police Officer July 2000 - January 2007

Traffic patrol duties, enforcement of municipal and state criminal violations, preliminary crime scene investigations, SWAT Team member, in-depth crime scene investigator, Firearms Instructor

Michael E. McParker

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White House Police Department | 303 North Palmers Chapel Road White House, Tn 37188

Patrol Officer Supervisor 1989 - Present 1990

Traffic patrol duties, enforcement of municipal and state criminal violations

Ridgetop Police Department | 1735 US Highway 41 North Goodlettsville, Tn 37072

Patrol Officer Supervisor 1989 - August 1989

Traffic patrol duties, enforcement of municipal and state criminal violations

Skills

- Microsoft Office - Specialty in designing Microsoft Excel Formulated Spreadsheets
- Logistical scheduling and planning - NGA 2014, Israel Delegation 2015
- Ability to complete a project from beginning to end
- Senior Production Manager - E-Service LLC
- Team Building using Organizational Theory and Design
- Time Management / Decision Making
- Troubleshooting and Problem Solving
- Tutoring Graduate students in Analytical Statistics - Cumberland University
- Instructing/Teaching - Cumberland University Undergraduate Criminal Justice

Significant Accomplishments

- TDOSHS Commissioner's Leadership Academy Class President 2015 - 2016
- Advanced Threat Assessment - 2015
- Tennessee Governor's Gubernatorial Delegation to Israel - 2015
- National Governor's Association Summer Convention Nashville, Tn - 2014
- Trooper of the Year Nashville District THP - 2009
- THP Trooper Academy - 2007
- Elected Class President MSP Graduate Class 2004
- Advanced Shooting & Survival Techniques POST Certificate - 1999
- Instructor Development POST Certificate - 1998
- Firearms Instructor POST Certificate - 1998
- Tactical SWAT Training POST Certificate - 1995
- Master Patrol Officer POST Certificate - 1990
- Basic Police Academy (TLETA) - 1989



**Safety &
Homeland Security**



May 23, 2019

Colonel Dereck Stewart
1150 Foster Avenue
Nashville, TN 37210

Dear Colonel Stewart:

The Interview panel has reviewed all relevant files, interviewed the candidates, and considered each applicant for the position of **THP Sergeant - Executive Protection Unit (EPU), Davidson County**. After considering all the facts, information, and the input of the Lieutenant Colonel, Major, and Captain, the panel recommends **Trooper Christopher Harrison** for the above promotion. The interview forms for each candidate are attached.

Thank you for your consideration.

Respectfully yours,

Lieutenant Colonel

Major

Captain

Tennessee Highway Patrol, Lieutenant Colonel's Office • 1150 Foster Avenue • Nashville, TN 37210
Tel: 615-251-6313 • Fax: 615-253-8781 • tnhp.gov/safety

Recommendation to Hire / Promote

☐ New Employee ☒ Internal Promotion ☐ Rehire

SSN: _____ Today's Date: (Date of Recommendation) May 23, 2019

Last Name: Harrison Legal First Name: Christopher MI

Maiden/Former name: (If applicable) _____

Gender: ☒ Male ☐ Female
Race: ☒ White ☐ Black ☐ Hispanic
☐ Indian American or Alaskan Native ☐ Asian or Pacific Islander ☐ Other

Date of Birth: _____

To Position Title: TIP Sergeant, Executive Protection Unit, Davidson County

Position #: 01A/01B

Budget code: 34903 Division: TIP Cost Center: _____

Start date: (requested) _____ Salary: \$ _____ Per ☐ Mo ☐ Hr.

Appointment Type: ☒ Regular ☐ Emergency ☐ Interim ☐ Part-Time ☐ 120-day

Justification for hire: Best qualified candidate.

☒ Yes ☐ No Did you interview all veterans or spouses of veterans that requested an interview?
If yes, did they meet all the KSAC? If yes, why were they not selected?

☒ Yes ☐ No Did you interview all RIF candidates that requested an interview?
If yes, did they meet all the KSACs? If yes, why were they not selected?

- ☐ Education Verification Form (SF-1316) (including copies of diploma/GED; Degree/Certifications, etc.)
- ☒ Awareness Statement signed by employee (Emergency/Flex/Interim/Part-Time/Temporary Appointments only)
- ☐ Verification of Previous Employment Form UNLESS currently work for TDOSHS then N/A
OR Security Clearance Application if required by job class
- ☐ Professional Licensing (pilots, attorneys, etc.) (if applicable)
- ☒ Copy of State Application
- ☐ Copy of birth Certificate (commissioned personnel and dispatchers only)
- ☐ References Checked?

Requested By: Lieutenant Colonel Michael McAlister

Division Manager/
Supervisor Approval: [Signature] Phone #: _____

Division Heads Approval: _____

☐ Denied ☒ Approved
Commissioner's Signature: [Signature]

SF-211 (1-1)

RDA 51121

Kerri Balthrop

From:
Sent: Tuesday, July 16, 2019 3:12 PM
To: Kerri Balthrop
Subject: Harrison Approval to Hire
Attachments: Harrison Approval to Hire.pdf

Kerri,

I have attached the approval request to promote Christopher Harrison.

Please let me know if you need anything else.



Approved
[Signature]
July 7, 2019

Confidentiality Notice: The information contained in this e-mail, and any attachments, is CONFIDENTIAL or PRIVILEGED and is to be read or used only by the intended recipient. If you are not the intended recipient of this e-mail or attachments, ANY use, dissemination, distribution, forwarding, printing, or copying of this e-mail or attachments is strictly prohibited. If you have received this communication in error, please immediately notify us by telephone at 615-251-5200 and permanently delete the message from your system.



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: _____

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

Commissioner Leadership School - Class President - Leadership in Master - Moral - Game Plan - Supporting each other to do better. I like to go by the book. Degree & experience... have to stick to G.O. to make everything so smooth. Always evaluate yourself. Ask yourself before others.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

28 day - 2 different groups - Divide groups into 2 to help balance time. Have experience with excel. All Troopers All work 11. you have to have experience.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Mentoring - have to make tools available to them. Evaluate them to see they are making it to dept. level. Some going says we let the Residence we need to train them. For example - mentor - let them come up with their ideas.

PLACE: Foster Ave
DATE: 9-26-19
TIME: 806H

Giglio Awareness Statement: Advisement of Potential Impeachment Information

NAME: Michael McElister

As an employee of the Tennessee Department of Safety and Homeland Security, you are held to a high standard of honesty and credibility because of the need for public trust and confidence in your job responsibilities. These responsibilities may include, but are not limited to, being truthful in all written/oral communications and testifying in criminal and civil trials. You must be especially careful not to engage in any conduct, on or off-duty, that would damage your credibility. If your credibility is compromised, your ability to testify at trial is impaired. As testifying in criminal hearings is one of the essential functions of a Commissioned Member's job, any impairment to your credibility may put your job at risk.

Pursuant to Giglio v. United States, 92 S. Ct. 763 (1972), when you testify in a criminal trial, the Department is required to turn over to the prosecution any information that reflects on your credibility. Investigative agencies, like the Department, must turn over to prosecutors, as early as possible in a case, potential impeachment evidence with respect to employees who are involved in the case. A "Giglio-impaired" employee is one against whom there is potential impeachment evidence that would render the employee's testimony of marginal value in a case. Examples of impeachment evidence include, but are not limited to the following: conduct relating to an employee's reliability, veracity, trustworthiness, and morals. This means, that a case, civil, e.g. forfeiture cases, or criminal, that depends primarily on the testimony of a Giglio-impaired employee is at risk.

Any employee found to have **Giglio** issues based on **any** conduct, on or off duty, shall be subject to disciplinary action, up to and including termination.

All employees shall be required to be truthful with supervisors and/or investigators during internal investigations and no employee shall knowingly report any inaccurate, false, improper, or misleading information.

I have read this statement and understand that if I am not truthful or engage in conduct that would be considered impeachment evidence, I may be subject to disciplinary action up to and including termination.

SIGNED: [Signature]

WITNESS: [Signature]

DATE: 9-26-2019

WITNESS: [Signature]

DATE: 9-26-19

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

1st thing perception - 2013 many people applied. That has changed. I'm ahead the team succeeding. Every body is a team. We are all Troopers and work on the same team. - Access technology available to the unit. Be ahead of the game. Did. I have a vision.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?

An expert at being an organizer. Have to find the problem. Push forward. Keep our negative chaff. There is a lot of potential to do work things now with who can handle the daily work. Stick to protocol. Do everything right everytime. Leadership responsibility to make change.

Comments:

In my time there it was a pleasure. Learned a lot from Vic Appleton & Len Jenkins. The young guys at the Residence need guidance and need to be a mentor to do better. Integrity needs to be an issue. We have to pick up for vicarious liability to ensure we are not embarrassed. Integrity and Honor are on the top of my list.

Promotional Candidate: Michael Parker
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-22-19

Signature: *[Handwritten Signature]*



College Degree

Master's



Military

Short Sleeve



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: _____

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

Lead by example. We have a young unit and are need leaders to lead and show them that we as a team have to do certain things and not demand things be done. Not to be a boss.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Big deal in our unit we need to rebuild our staff so that will help. Before, we were very one dimensional. That's really hurt us. We have been rotating and it is helping to reduce OT. We need to look @ using the 1st lady's driver to reduce OT from staying late. Sergeants need to be more of a leader and get our Troopers to be a bigger part of what we do to help in all needs.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Really like to see more training for our members. FLET is one of the best and we need to see more of that. We need to look @ more exposure related to what we are doing.

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

We all need to be well trained in all aspects of what we do. See more training in our field to give them guidance and the tools they need. This would help to build morale when they can be involved.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?


Our morale has been bad, but it is getting better. We've had people put in programs in which they've had no training. We have to have an FTO program in our unit. We have not had that in a long time. Our people want to do better than what they need training. We have made people look bad before because they didn't know where or what they were doing. I want to ensure we get the needed training and put the rotation there.

Comments:

- What our his Action Plan*
- Morale - we are on a roll and we are gonna keep making it better.*
 - We should have people lined up to be in our detail.*
 - We have not had an FTO program in years. UNL!*
Especially we are not about it.
 - I have helped young men manage to do their jobs.*
 - Improve communication between supervisors.*

Promotional Candidate: Christopher Harrison
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-23-19

Signature: 

☐ **College Degree**

☐ **Military**

FLETC - USSS -

TAP- 2011 40 hr



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Corey Kilpatrick

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

More hands on. Show them how to do and how to do it right. Don't tell them anything. More watch and see how they do it. Tell them what you expect and let them go even if they make a mistake.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Currently we are down in manpower. Utilize people who are on leave to overtime. Allow Troopers to receive OT before the supervisors. Being flexible with their shifts.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Show them the job I'm doing. Help them learn time, drive, car backup. Showing them all the stuff they need to do. Train 'em up to take your job.



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: _____

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

I've attended leadership & management schools. Have good morals & values. You can have leadership w/o rank. I go by the book. The G.O. is there to protect all of us. We must go by the G.Os. I think we need to keep working to get better. I do self-assessment to get better.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Divide the 2 groups of 28 day schedules into 2 different shifts. If you travel, you get 16 hours a day automatically. I have devised a 28 day OF Excel that automatically computes the scheduled hours.

This shouldn't happen.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Succession meaning? Mentoring - Give them the tools to be successful. Give accurate direction. Evaluate them after guidance. It's our responsibility to teach the young guys to be State Troopers. First and foremost, we are State Troopers. At one time EPU was looked at as private security for the Governor instead of Troopers providing security for the Governor.

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

1st - Change the perception of EPU. Years ago, many people wanted to be in EPU. It's not that way now. I'm a team player and don't want to be in the spotlight, that's why I never asked to be a driver. EPU members are not special, they just have different responsibilities. 2nd Access all available ~~programs~~ programs. EPU needs to be ahead of the game to mitigate threats.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?

First, identify what's causing low morale. This will allow you to confront the problem. Be positive and cut down on the negative talk. It's a new day now @ EPU. The candidates that applied for this position are great guys but some of them have focused on driving. Stick with the protocol and GOs and use them. The others will see ~~this~~ this. It's leadership's responsibility to improve morale.

Comments:

5 yrs @ EPU was a pleasure. Learned alot from Vic & Les.

There is a lot of potential now @ EPU. ← They still need mentorship and leadership.

I love the HP and Fred Schott was my mentor. I will fight whoever I need to fight to protect the image. I will be the first to "back" if I see something wrong. I "back" to not bring disciplinary action, but to bring about change.

We have to recognize vicarious liability as supervisors. We need to recognize things to change whether its morale or something else.

Promotional Candidate: Michael Parker
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-22-2019

Signature: Michael Parker



College Degree



Military

TLETA - YES

Short-sleeve wr. form

PLACE: Foster Ave.
DATE: 8/30/2019
TIME: 9:59A

Giglio Awareness Statement: Advisement of Potential Impeachment Information

NAME: Michael Hamilton

As an employee of the Tennessee Department of Safety and Homeland Security, you are held to a high standard of honesty and credibility because of the need for public trust and confidence in your job responsibilities. These responsibilities may include, but are not limited to, being truthful in all written/oral communications and testifying in criminal and civil trials. You must be especially careful not to engage in any conduct, on or off-duty, that would damage your credibility. If your credibility is compromised, your ability to testify at trial is impaired. As testifying in criminal hearings is one of the essential functions of a Commissioned Member's job, any impairment to your credibility may put your job at risk.

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I have read this statement and understand that if I am not truthful or engage in conduct that would be considered impeachment evidence, I may be subject to disciplinary action up to and including termination.

SIGNED: Michael Hamilton

WITNESS: Sgt. Joe [Signature]

DATE: 8/30/2019

WITNESS: _____

DATE: _____



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: Montgomery

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

Lead by example. The detail is young. Boss will demand and not give praise. Subordinates need to be praised. Work with them. This will build them up. This will encourage them to work as a team.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Get fully staffed. I think we are starting in the right direction - The Hawks wanted to only use a couple people, using everyone and rotating personnel will allow people to learn and not accrue as much O.T. I would monitor Edison and 28 day pay sheets. I believe the Sgt. should be in more of an Advance assignment role which will allow him/her more time to monitor O.T.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Training is important. FLETC usually offers us a free school. We should schedule 2 a year with them. I would like In-Service tailored a little more toward us. For instance, USSS could teach us on a 4 hour block.

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

Rotate everyone - This will help w/OT and make us well-rounded.
This will also alleviate scheduling issues. Send everyone to schools as much as possible. This will improve upon morale.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?

Morale is on the rise @ EPU. It will take a while to get it up to where it needs to be.

Bag loss with Governor - Come in a little early.

We must train and give the Trooper the tools to succeed. We need to do a better FTO program @ EPU.

Comments:

I plan to build EPU back up to where it should be. People should want to work @ EPU. Not many people apply now for vacancies. EPU should be sought after like Special Ops.

Promotional Candidate: Christopher Harrison
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-23-2019

Signature: Mike Samuels

☐

College Degree

☐

Military



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Samuel Outlaw

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: _____

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

One-on-one basis like the military. I like to show people how to do it. Lead by example. Show them and let them do it w/o input from me. I like the open approach with communication.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

I would have used the dayshift personnel to get the AG. Communicating with the Sergeants is the key. Those low on time should be used more. Look @ time sheets and use Sharepoint.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

The newer members would be sent to our EPU school and get as much training as possible which would allow them to be more proficient. This would also build morale. Send them to the driving school @ FLETC.

W. Jackson



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: _____

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

Attended comm. leadership school. Management training.
Good values, morals, supporting each other. All business
and by the book. G.O.'s are there to protect everyone.
Style- keep working + getting better. continuously evaluate.

-Not really a style-

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Half team is group A + the other is group B. Can
manage time doing that.
EPU gets 16 hours when they travel.

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Mentoring - give them the tools they need to be
successful. Ensure they are headed towards the goals
of the dept. Young guys need to be taught how to be
a trooper. Lead by example, support
* Asked what meant by succession

Promotional Candidate: Michael Parker

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

- ① Change perception of EPU. Everyone used to want to be in EPU. Not so much now. He's all about the Team doing well. No one is any better than anyone else. Not make special b/c you are on EPU. Don't talk down to people.
- ② Access available ~~tech~~ technology for threats.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?

Identify what is bringing morale down. before can make improvements. Tomorrow is a new day. Push positivity + keep down negative chatter + promote positive chatter. Do things the right way everytime. If the group sees that things are changing morale will improve.

Comments:

(EPU)

Pleasure to be there for 5 years. So much potential at EPU now. They need someone to mentor + lead them and explain right or wrong. Will say something if things are going South. If informal organization is operating good, Formal organization will look good.

I Love THP. Integrity + Honor is top of the list.

Promotional Candidate: Michael Parker
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-22-19

Signature: Wayne Jackson

- ☒ College Degree Masters
- ☐ Military

W. Jackson



ADMINISTRATIVE SUPPORT BUREAU Promotional Interview – Protective Services Division

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Would you accept employment in the posted position and comply with General Order 204 regarding residence?

Yes ☒ No ☐

Current County you reside in: J

1. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Describe your leadership style and why you feel it would be effective in EPU?

Lead by Example. We have a young detail now. Leaders
praise. need to recognize good work. Team mentality.
"we" instead of "you". will work hard for you.

2. Minimization of overtime is an effective way to reduce costs. Describe how you would manage assignments in order to minimize overtime within the Executive Protection unit.

Get back to full staff. Haslam only wanted to use certain
drivers. this contributed to OT. Rotating assignments will
help eliminate OT. look at switching people around. look at
28 days + Edison. Sgt. should be in Advance or backup

3. As an agency, succession training is paramount. What would be your plan to ensure this happens in the Executive Protection unit?

Go back to FLETC. Specialized In-service for unit.

* Did not answer question correctly. Did not know what "succession" means.

Promotional Candidate: Christopher Harrison

District/Unit: Protective Services Division, Executive Protection Unit Sergeant

Page 2

4. As a newly promoted Sergeant into this unit, what would be your goals for the Executive Protection unit for the next four (4) years?

Continue to rotate people into each position so each member knows every job. Everyone is very eager. This will build morale.

* Went off on talking about Morale.

5. When employee morale is low it can have a negative effect on the culture in the unit and have a huge impact on how we handle our daily operations. What as a front-line supervisor, would you do to improve morale both short term and long term basis?

Morale is on the rise & will take time to build up. Putting people on positions without training them. Morale will increase if we give proper tools needed to do the job. Implement a proper FTD Program.

Comments:

Feel confident that EPU can be elite again.

Going to build the unit back-up.

Has been there a long time and knows what needs to be done.

Promotional Candidate: Christopher Harrison
District/Unit: Protective Services Division, Executive Protection Unit Sergeant
Page 3

Date: 5-23-19

Signature: Wayne Jackson

☐ **College Degree**

☐ **Military**